



**Gary Community School Corporation**

*Strong. Resilient. Built for Education.*

## MANAGER REPORT

### DISTRESSED UNIT APPEALS BOARD (DUAB)

November 12, 2020

Prepared by



## Distressed Unit Appeals Board

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### Manager Report

Prepared by Gary Schools Recovery, LLC

November 12, 2020

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## I.0 MANAGER UPDATE

### ACCOMPLISHMENTS

- ♦ The new track replacement has begun at West Side High School. The old track is being completely removed and taken down to ground level to allow for all new asphalt and a top sealant to be installed. We are excited about the opportunities that this brings to our students for the future!
- ♦ Teacher negotiations are scheduled for November 9th and we are optimistic that we will come to an agreement. We hope to be able to present a finalized contract by November 15th.
- ♦ We continue to work with the Lake County and Gary Health Department on the rising Covid numbers in our area.
- ♦ We have collaborated with the local health department and are hosting free immunization clinics at our schools for the next two months.
- ♦ The budget was formally adopted this month and has been submitted to DLGF.
- ♦ Our district is currently going through several audits from the IDOE. One is an on-site monitoring and a fiscal monitoring audit for Title. Both of these should conclude sometime in December 2020.

### CURRICULUM REPORT

The Path Forward:

- ♦ Update for November

Formative Assessment:

- ♦ We are at a 90% completion rate for iReady (K- 8) and we are working on increasing our completion rate for Edmentum (9 -12).
- ♦ We are now combing through the data with teachers to identify areas of weakness and strength.
- ♦ We will use the data to identify students with increased need. These students will participate in tutoring sessions.

Professional Development:

- ♦ Our district received a Digital Ambassador grant that will allow us to train 60 of our teachers to be digital ambassadors for our district. We are beginning the training as this month.
- ♦ We have ongoing training with Bloomboard, Learning Sciences International and Curriculum Development with K12 Boost.

### FREQUENTLY ASKED QUESTIONS (FAQ) FOR OCTOBER 2020

The following questions were submitted to GCSC in October 2020 through the website and social media. Answers were promptly directed to individuals as applicable and appropriate.

#### **What is the average spend rate per pupil for the Gary Public Schools?**

The total amount spent per student for the fiscal year 2019 was \$11,099.43. The full details are available on the [Indiana Department of Education website.](#)

#### **I was wondering how to go about purchasing a school or finding out how much it would be, and could it be turned into a residential? (*specifically the old Franklin school*)**

The former Benjamin Franklin school was sold to the City of Gary in 2019.

**Will the members be mostly political people? So how will the committee members be selected?**

The referendum oversight committee will be a cross-section of the Gary community. We hope the committee includes local officials, parents, students, parents and caregivers, business owners, and retirees.

Community members who are interested in serving on the committee will have the opportunity to provide information about themselves, their interest in serving, their connection to GCSC, and what they may bring to the committee, the district, and the community. Information on how to provide this information will be shared after the election.

**When should we be getting the pebt?**

**Why isn't any of the Gary Community school Copt schools on the list to receive PEBT this round?**

The district received funds from the first wave distributed for food assistance. The funds that recently were sent out were for districts that did not receive funding the first time around. If we get notifications of additional funds, we will notify our families.

**Hello. How do we apply to be on the oversight group for how the referendum money is spent?**

The information will be posted on our website over the next few weeks. Probably not until the Referendum is passed but if you please send your interest to [info@garycsc.k12.in.us](mailto:info@garycsc.k12.in.us) we will be able to send you that information once its available

**All of the surrounding areas (lake station, Merrillville, portage) are opening schools back up. Why is Gary still delayed?? Working parents are already having a hard time**

We apologize for the delay. The health and safety of our students, teachers and staff is our top priority and factored into every decision. Our district is the only one in the region that has a local health commissioner. We have to follow the guidance of our city health commissioner while the surrounding districts only have to follow the guidance of the county. As soon as our local health commissioner gives us the ok (which is based solely off of Gary's COVID numbers) we will have a plan to safely bring back out students.

**Why must our community and students accept old reconstructed buildings that have inadequate everything. The new plan is substandard and the board should be ashamed of themselves. I have a grandchild in one of the newer buildings but the majority built before I was born, need to be torn down.**

We understand your concerns. We are doing our best to make changes where we can. New facilities cost millions of dollars and we are still working on lowering our deficit and debt to be able to end state control. Work in underway to invest \$25 million in our buildings to provide better learning and working environments. Many of the vacant buildings have been sold and we are doing working to sell the rest that are not in use.

**When and if the SAT/ACT test will occur?**

The testing calendar is available on our website under the Students & Parents tab. Please contact your school advisor for registration and confirmation of dates/times

**What do I need to pick up food?**

Food Pick up on Mondays and Wednesdays are available to all students in Gary under the age of 18. We just ask that you wear a mask and practice social distancing

**Do the parents have to come up to the school to pick up the students' progress reports?**

Please reach out to your scholar's school for that information. Most of the grades should be available to you online on a consistent basis outside of progress report time. But each school operates differently

**Can you tell me more about this school?**

This is the Gary Community School district page so we cover 10 schools in Gary. Please visit our website for details on a specific school. [garyschools.org](https://www.garyschools.org)  
<https://www.garycsc.k12.in.us/general-faqs/>

2.0 SCHOOL IMPROVEMENT FUND UPDATE



THE PATH FORWARD

SCHOOL IMPROVEMENT FUND (IHEA 1065) UPDATE – OCTOBER 2020

DISTRESSED UNIT APPEALS BOARD (DUAB)

NOVEMBER 2020

Prepared by



SCHOOL IMPROVEMENT FUND OVERVIEW

Indiana House Enrolled Act 1065 allows the Distressed Unit Appeal Board (DUAB) to suspend certain payments to the Common School Fund for Gary Community School Corporation (GCSC) in order to establish a School Improvement Fund and transfer to the School Improvement Fund an amount equal to the payments that are delayed or suspended. Such a School Improvement Fund may be used only for the following purposes: (1) Repair, renovation, or other improvements to school buildings and property being used for educational purposes as of July 1, 2020. (2) Demolition of school buildings or other structures on school property in existence as of July 1, 2020.

All expenditures from a School Improvement Fund must be approved by the DUAB. The opportunity to suspend payments and transfer funds from the Common School Fund into School Improvement Fund begins July 1, 2020 and expires January 1, 2025.

The monthly transfer into the School Improvement Fund would be approximately \$470,000. Over this 54-month timeframe, approximately \$25,380,000 could be deposited into the School Improvement Fund. Money may be expended for the purposes described above as they are received or may grow over time for larger repair and renovation projects as needed.

GCSC has broad facility needs, therefore projects considered are diverse in location, size, and area. Diversification of projects impacts the largest number of students and would have a visual impact in a broad range of areas of the community.

GCSC and MGT staff conducted extensive outreach, asking stakeholders to consider a number of detailed repair and renovation projects. Stakeholders included students, parents, teachers, administrators, Advisory Board members, City leaders, Legislative delegates, Gary pastors, the Urban League, the Chamber of Commerce, the Housing Authority, the Gary Education Foundation, and the Legacy Foundation. An invitation for input through a web and telephone portal was also made available to members of the public.

Based upon responses from stakeholders and the community a four-year plan has been established to address major facility systems as well as aesthetical considerations. The plan is divided into 8 phases, with facility systems with the highest need designated in the earliest phases of this plan; lower need projects that do not impact instruction are in later phases of the plan.

Each phase of this plan reflects both the major facility systems as well as security and beautification details that create quality learning environments.

During each phase, GCSC will work closely with the Gary Mayor’s Office to determine which existing, but unused structures should be demolished.

All projects in all phases of the Plan will consider engagement with minority and female-owned businesses in the Gary Community. GCSC will share the scope of all project work with the Gary Chamber of Commerce for distribution to its local membership.

Below is a link to the School Improvement Fund Plan:

The Path Forward  
School Improvement Fund Plan

**The Path Forward**

School Improvement Fund (IHEA 1065) Update

## PHASE I AND PHASE II UPDATES

## Phase I

- ♦ Single boiler locations identified as critical (Critical being defined as high likelihood of failure resulting in loss of instruction). Bethune Early Childhood Center and Gary Middle School have a single boiler to heat the building. These boilers are approximately 60 years old and have deteriorated such that replacement is necessary.

JULY 2020 RFP for Architect design was posted July 15<sup>th</sup>. Pre-bid conference was held on July 20<sup>th</sup>. Bids are due August 11<sup>th</sup>. Gary Chamber of Commerce was notified on July 14<sup>th</sup> so they could reach out to appropriate Gary Indiana businesses.

AUGUST 2020 Architect firm has been selected. In process of negotiating contract terms.

SEPTEMBER GCSC has contracted with MartinRiley Architects & Engineers for the architectural design and construction administration. MartinRiley is located at 221 West Baker Street in Fort Wayne IN. MartinRiley has begun initial field work in preparation of first RFP.

**MartinRiley has completed field research and is working on the design and construction drawings.**

- ♦ Roof replacement identified as critical. West Side is critical. This replacement will occur in stages, with critical areas completed in Phase 1, and additional roof areas completed in later phases. For Phase 1 the identified section is above the small gym, at risk during severe weather.

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- ♦ Digital access control, rekeying of doors followed by key management program. This line item will use other funding sources and work will begin prior to July 1, 2020. As a major school improvement, and one considered by community stakeholders, it is included in this plan.
- ♦ Paint- This upgrade will also use other funding sources, not just the School Improvement Fund. Phase 1 will focus on WSLA interior (lockers, locker rooms and walls) and GACC interior.

**The Path Forward**

School Improvement Fund (IHEA 1065) Update

JULY 2020 Painting at West Side Leadership Academy is in progress. Below is a photo of the newly painted lockers. Additional pictures and videos are posted on the "Path Forward" webpage.



AUGUST 2020 Interior painting has started at Gary Middle School and the Career Academy.

SEPTEMBER Interior painting has been completed at Gary Middle School and the Career Academy. Below is a link to a youtube video of the finished product. In addition to painting, lighting was repaired/replaced resulting in a bright clean appearance.

<https://www.youtube.com/watch?v=CFi1-cnGygM>

- ♦ Accent graphics at WSLA, including rubber mats with school logo at entry points.

JULY 2020 The accent painting is in progress at West Side Leadership Academy. The outside doors have been painted in school colors, as well as areas inside the building. There is a video posted of some of the painting on the "Path Forward" webpage. Below are proofs of the proposed graphics and banners:

The Path Forward

School Improvement Fund (IHEA 1065) Update



**The Path Forward**  
School Improvement Fund (IHEA 1065) Update



- ♦ Project signage – sign at each building indicating projects underway and completed. Done in collaboration with Graphic Arts program at Gary Area Career Center.

JULY 2020 Below is a proof of the signs to be installed at each school location:



**THE PATH  
FORWARD** / **SCHOOL  
IMPROVEMENT  
FUND  
IHEA 1065**

**BAILLY STEM ACADEMY**



**Gary Community  
School Corporation**



FOR MORE INFORMATION  
**garyschools.org**  
**(219) 881-6400**  
Follow Our Progress 

**SCOPE OF WORK**

- Digital Access Controls (*Key Fobs and IDs*)
- Interior Painting
- Installation of Security Vestibule
- Pavement and Parking Lot Repairs
- Plumbing and Piping Replacements
- Roof Replacement
- Indoor Lighting Conversion to LEDs (*Energy Rebate Program*)
- Chiller and Chiller Tower Replacement
- Outdoor Lighting Repairs
- HVAC and Lighting Control System Upgrades
- Athletic Field Upgrades

**GARY SCHOOLS STRONG, RESILIENT & BUILT FOR EDUCATION**

**The Path Forward**

School Improvement Fund (IHEA 1065) Update

AUGUST 2020 Below is the actual installed signage.



## Phase II

- ♦ Single chiller locations identified as critical. Bailly MS: chiller and chiller tower. Gary Middle chiller.

JULY 2020 RFP for Architect design was posted July 15th. Pre-bid conference was held on July 20th. Bids are due August 11th. Gary Chamber of Commerce was notified on July 14th so they could reach out to appropriate Gary Indiana businesses.

AUGUST 2020 Architect firm has been selected. In process of negotiating contract terms.

SEPTEMBER GCSC has contracted with MartinRiley Architects & Engineers for the architectural design and construction administration. MartinRiley is located at 221 West Baker Street in Fort Wayne IN. MartinRiley has begun initial field work in preparation of first RFP.

- ♦ ADA improvements: elevator maintenance all schools, chairlift repair/replace at Beveridge, bathroom entrances and stall widths at GMS, water fountain heights.

**Elevator inventory complete. All elevators are operational. Chairlift at Beveridge is inoperable.**

- ♦ Playground replacement at Beveridge.

JULY 2020 Beveridge playground replacement has been awarded to Kids Stuff Play Systems.

The Path Forward

School Improvement Fund (IHEA 1065) Update

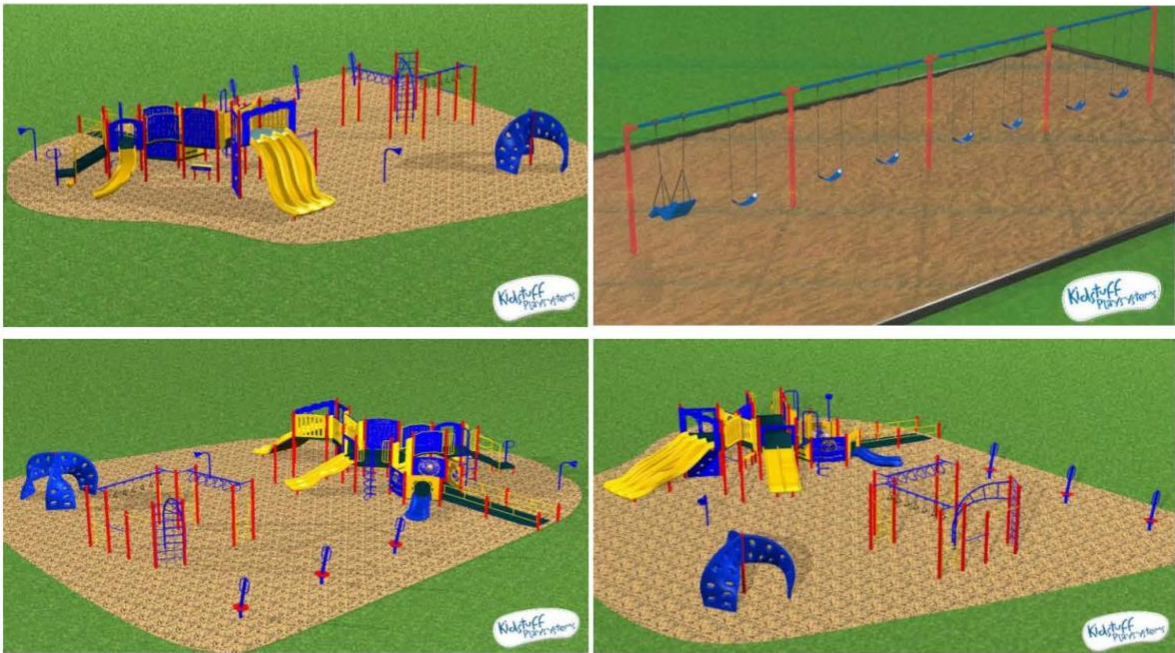
Kids Stuff Play Systems is located at 5400 Miller Avenue in Gary Indiana.

The playground will consist of a combination play system with wheelchair ramp, wall climber, fitness play center, and engineered poured rubber surface. Additionally, there will be a separate swing set with seven belt swings and one full body swing.

Total cost of the playground is \$155,055

Construction scheduled to start in 3 to 5 months due to lead time on equipment manufacturing.

Below are the renderings of the playground:



SEPTEMBER Site walk-through with playground installer has been conducted to verify location and installation needs and requirements.

Installation has begun and is nearly complete. The poured impact surface will be the last piece installed. Outside temperatures may impact timing.

Below are updated pictures of the progress of installation:



**The Path Forward**  
School Improvement Fund (IHEA 1065) Update



**The Path Forward**  
School Improvement Fund (IHEA 1065) Update

- ♦ Pavement repair and striping: in house pending hiring.
- ♦ Painting part 2: interior spaces in both middle school buildings.
- ♦ Athletic updates: WSLA Football field, track, tennis courts, press box, locker rooms and concessions.
- ♦ Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor’s Office.
- ♦ Bathroom extensions to comply with ADA regulations at Gary Middle School.

GENERAL UPDATES

JULY 2020 Rubric for Awarding 1065 Projects

- ♦ The rubric below has been established for evaluating and awarding future proposals. The rubric gives preference to Gary and WMBE businesses.

<b>Total Points Possible</b>	<b>100 points</b>
▪ Cost	35 points
▪ Experience and references	25 points
▪ Professional capacity to undertake the scope of work	15 points
▪ Completion date	10 points
▪ Business location in Gary Indiana	10 points
▪ WMBE certified company	5 points

JULY 2020 Public Transparency

- ♦ A school improvement fund webpage has been added to the GCSC website. The webpage contains the school improvement fund plan, a brief description of the IHEA 1065 Act, as well as pictures and videos of improvements. A link to the page is below:
- ♦ <https://www.garycsc.k12.in.us/school-improvement-fund-ihea-1065-updates/>
- ♦ Updates, videos, and photos are being shared on social media with links to the webpage.

3.0 SCHOOL IMPROVEMENT FUND CLAIMS DOCKET

CASH LEDGER

Cash Ledger by Fund for 10-01-2020 thru 10-31-2020

Gary Community School Corp

Note: Includes transactions after the last posted date of 09-30-2020.

Effective Date	Budget Account Code	Receipt/ Check	Description	Receipts	Expenditure	Cash Balance
Fund: 3957 School Improvement Fund 1065						
Previous to 10/01/2020				1,364,425.03	55,400.00	1,309,025.03
10/13/2020	3957.45100.431.0018	002440	Korellis Roofing, Inc		2,204.83	1,306,820.20
10/13/2020	3957.45100.431.0018	002440	Korellis Roofing, Inc		1,136.47	1,305,683.73
10/13/2020	3957.45100.431.0018	002440	Korellis Roofing, Inc		1,025.07	1,304,658.66
10/13/2020	3957.45100.431.0045	002440	Korellis Roofing, Inc		4,456.07	1,300,202.59
10/13/2020	3957.45100.431.0045	002440	Korellis Roofing, Inc		1,057.88	1,299,144.71
10/15/2020	3957.05200.000.0000			454,808.34		1,753,953.05
10/31/2020	3957.26200.319.0000	001585	NWI Print Pro		1,346.73	1,752,606.32
10/31/2020	3957.26200.611.0000	001497	Home Depot Inc		735.48	1,751,870.84
10/31/2020	3957.26200.611.0000	001551	Sherwin Williams Co		381.68	1,751,489.16
10/31/2020	3957.45100.431.0018	002440	Korellis Roofing, Inc		(1,136.47)	1,752,625.63
10/31/2020	3957.45100.431.0018	002440	Korellis Roofing, Inc		(2,204.83)	1,754,830.46
10/31/2020	3957.45100.431.0018	002440	Korellis Roofing, Inc		(1,025.07)	1,755,855.53
10/31/2020	3957.45100.431.0045	002440	Korellis Roofing, Inc		(1,057.88)	1,756,913.41
10/31/2020	3957.45100.431.0045	002440	Korellis Roofing, Inc		(4,456.07)	1,761,369.48
Date Span Totals				454,808.34	2,463.89	
Fund: 3957 School Improvement Fund 1065				1,819,233.37	57,863.89	1,761,369.48

Cash Ledger by Fund for 10-01-2020 thru 10-31-2020

Note: Includes transactions after the last posted date of 09-30-2020.

Gary Community School Corp

Effective Date	Budget Account Code	Receipt/ Check	Description	Receipts	Expenditure	Cash Balance
Grand Totals				1,819,233.37	57,863.89	1,761,369.48

CONTROL DOCUMENT

Fund	1065
Revenue (Receipts)	1,819,233.37
Expenditures	57,863.89
Balance	1,761,369.48

Project ID	Project Description	Budgeted Amount	Project Status	Actual Project Expenses To Date	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date
1001	New Playground at Beveridge	\$ 151,055.00	Awarded	\$ -	9/1/20	9/9/20	5/1/21	
1002	Architectural Services	\$ 600,000.00	Bid approval	\$ -	9/15/20	10/1/20	7/1/25	
1003	Scope of Work Signage	\$2,500	In progress	\$ 2,463.89	8/1/20	8/15/20	9/30/20	
1004	Westside Academy Locker Painting	\$55,000	Complete	\$ 55,400.00				9/8/20

REVENUE

Fund	1065
Total Receipts	1,819,233.37

Receipts Detail	
Date	Amount Receipt
7/1/20	550,000.00
8/1/20	550,000.00
9/1/20	264,425.03
10/1/20	454,808.34
11/1/20	
12/1/20	
1/1/21	
2/1/21	
3/1/21	
4/1/21	
5/1/21	
6/1/21	
7/1/21	
8/1/21	
9/1/21	
10/1/21	
11/1/21	
12/1/21	

PROJECT 1001

Project ID	1001
Project Description	New Playground @ Beveridge Elem
Budgeted Amount	\$ 151,055.00
Project Status	Awarded
Actual Expenses to Date	\$0
Estimated Start Date	9/1/20
Actual Start Date	9/9/10
Estimated Completion Date	5/1/20
Actual Completion Date	

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount

PROJECT 1002

Project ID	1002
Project Description	Architectural Services
Budgeted Amount	\$ 600,000.00
Project Status	Bid approval
Actual Expenses to Date	\$ -
Estimated Start Date	9/15/20
Actual Start Date	10/1/20
Estimated Completion Date	7/1/25
Actual Completion Date	

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount

PROJECT 1003

Project ID	1003
Project Description	Scope of Work Signage
Budgeted Amount	\$2,500
Project Status	In Progress
Actual Expenses to Date	\$ 2,463.89
Estimated Start Date	9/15/20
Actual Start Date	8/15/20
Estimated Completion Date	9/30/20
Actual Completion Date	

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
H2001-122167	8/19/20	Home Depot	Wood for signs	\$ 735.48
0403-2	8/25/20	Shermin Williams	Paint for signage	\$ 381.68
74579	8/27/20	Print Pro	Banners for signs	\$ 1,346.73

PROJECT 1004

Project ID	1004
Project Description	Locker Painting at West Side Academy
Budgeted Amount	
Project Status	Complete
Actual Expenses to Date	\$ 55,400.00
Estimated Start Date	
Actual Start Date	
Estimated Completion Date	
Actual Completion Date	9/8/20

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
25586	9/8/20	Stans Painting	Locker Painting at West Side Academy	\$ 55,400.00

4.0 DRAFT DASHBOARD

Benchmarks Dashboard (Example)

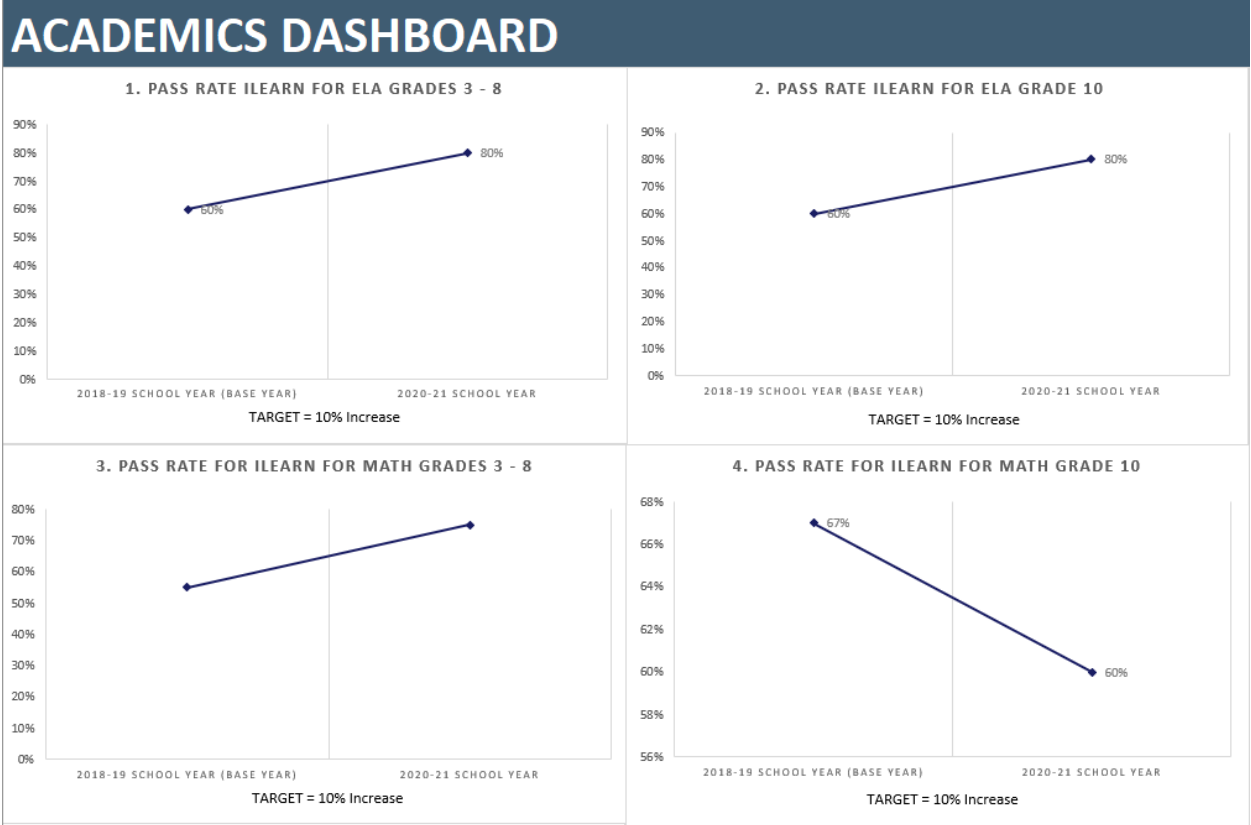
Beginning in December 2020, a Dashboard will be presented quarterly to GCSC parents, students, staff, community members and stakeholders. The Dashboard will contain both graphic representations and narratives documenting actual performance on key metrics supporting the School Corporation’s and the Manager’s goals. The Dashboard will contain data on all four pillars: academics, engagement, operations and fiscal. The images below provide examples of the Dashboard format and contents using benchmarks from the academics and engagement pillars.

ACADEMICS DASHBOARD

ACADEMICS DASHBOARD TABLE/NARRATIVE – Shows the benchmark, measure, target, actual performance, trend, and whether the Manager met the performance metric.

ACADEMICS DASHBOARD							
			PERIOD		CHANGE FROM PREVIOUS PERIOD	TREND	AT OR ABOVE TARGET
BENCHMARK (PER CONTRACT)	MEASURE	TARGET (Increase)	2018-19 SCHOOL YEAR (BASE YEAR)	2020-21 SCHOOL YEAR			
1 The School Corporation shall see an increase in the "pass rate" for ELA for grades 3-8 on the 2020-21 ILEARN state assessment as documented on the "Corporation Report Card" by 10% compared to the 2018-19 Corporation Report Card.	Pass Rate for ELA for grades 3-8 on the 2020-21 ILEARN state assessment	10%	60%	80%	20%	↑	TRUE
2 The School Corporation shall see an increase in the "pass rate" for ELA for grade 10 (based on ISTEP+ administered to grade 11) on the 2020-21 state assessment as documented on the "Corporation Report Card" by 10% compared to the 2018-19 Corporation Report Card	Pass rate" for ELA for grade 10 (based on ISTEP+ administered to grade 11) on the 2020-21 state assessment	10%	60%	80%	20%	↑	TRUE
3 The School Corporation shall see an increase in the "pass rate" for math for grades 3-8 on the 2020-21 ILEARN state assessment as documented on the "Corporation Report Card" by 10% compared to the 2018-19 Corporation Report Card.	Pass rate" for math for grades 3-8 on the 2020-21 ILEARN state assessment	10%	55%	75%	20%	↑	TRUE
4 The School Corporation shall see an increase in the "pass rate" for math for grade 10 (based on ISTEP+ administered to grade 11) on the 2020-21 state assessment as documented on the "Corporation Report Card" by 10% compared to the 2018-19 Corporation Report Card	Pass rate for math for grade 10 (based on ISTEP+ administered to grade 11) on the 2020-21 state assessment	10%	67%	60%	-7%	↓	FALSE
5 The School Corporation shall see an increase in the number of students achieving "typical" or "high" growth by 10% of the students included in the "bottom 25% growth" of the "Growth Domain" for ELA for grades 4-8 on the 2020-21 ILEARN state assessment as compared to the 2018-19 ILEARN state assessment results.	Students achieving "typical" or "high" growth by 10% of the students included in the "bottom 25% growth" of the "Growth Domain" for ELA for grades 4-8 on the 2020-21 ILEARN state assessment as compared to the 2018-19 ILEARN state assessment results.	10%	50%	60%	10%	↑	TRUE

**ACADEMICS DASHBOARD (GRAPHIC)** – The graphic section of the Dashboard provides a visual for each benchmark that enables stakeholders and the public to quickly assess if the Manager met the stated performance metrics.



ENGAGEMENT DASHBOARD

ENGAGEMENT DASHBOARD TABLE/NARRATIVE – Shows the benchmark, measure, target, actual performance, and whether the Manager met the performance metric. Please note that this is an example and future performance metrics through June 2021 have not been met (e.g., Presented in Dec. 2020, Presented March 2020, etc.).

ENGAGEMENT DASHBOARD

BENCHMARK (PER CONTRACT)		MEASURES	PERFORMANCE		AT OR ABOVE TARGET
A. The Manager shall prepare an accountability dashboard that will contain both graphic representations and narratives documenting actual performance on key metrics supporting the School Corporation's and the Manager's goals. The original dashboard shall be prepared and presented publicly by August 31, 2020. In preparing the dashboard, the Manager shall engage the community regarding potential metrics to include in the dashboard. The Manager shall identify the intervals at which included data points will be updated, with updates no more frequently than monthly where applicable. The Manager shall publicly present updates to the dashboard in meetings to be held in the City of Gary in December 2020, March 2021 and June 2021, including identification of new or modified efforts to be implemented based on the metrics.	Creation, of accountability dashboard.	Created	Yes	TRUE	
		Accountability dashboard updated	Updated		Yes
		Accountability dashboard timely presented	Presented in Dec 2020		Yes
			Presented March 2020		Yes
		Presented June 2021	Yes		
BENCHMARK (PER CONTRACT)		MEASURES	PERFORMANCE		AT OR ABOVE TARGET
B. The Manager shall compile and publicly distribute a frequently Asked Questions ("FAQ") document that includes questions asked at Manager forums as well as questions submitted to the School Corporation through email and social media and the associated answers to these questions. The document shall be updated monthly and posted to the School Corporation webpage. As appropriate and possible, answers to the questions should be provided to the individual who posed the question as soon as possible and should not be delayed until the release of the FAQ. Questions that are not required to be included on the FAQ are (i) questions that are concerning a particular student's situation without applicability to other students and (ii) questions pertaining to School Corporation personnel matters. To verify the completeness of the FAQ, the Manager shall submit to the DUAB Executive Director on a monthly basis a link to a recording of the Manager public forum as well as any questions received via email or social media during the preceding month and the updated FAQ that includes answers to the questions asked through these mechanisms. The updated FAQ shall also be included in the Manager's submission for the monthly DUAB meeting. The attainment date for this benchmark shall be the end of Year 1 of the Contract Term. By July 31, 2021, the Manager shall provide the final FAQ document from the 2020-2021 school year that	Creation of FAQ document.	Created	Yes	PENDING	
		Publication of FAQ document.	Publicly Distributed		Yes
	Oct. Update		Yes		
	Nov. Update		N/A		
	Dec. Update		N/A		
	Jan. Update		N/A		
	Feb. Update		N/A		
	Mar. Update		N/A		
	Apr. Update		N/A		
	May Update		N/A		
	Jun. Update		N/A		
	Jul. Update		N/A		

ENGAGEMENT DASHBOARD (GRAPHIC) – The graphic section of the Dashboard provides a visual for each benchmark that enables stakeholders and the public to quickly assess if the Manager met the stated performance metrics.

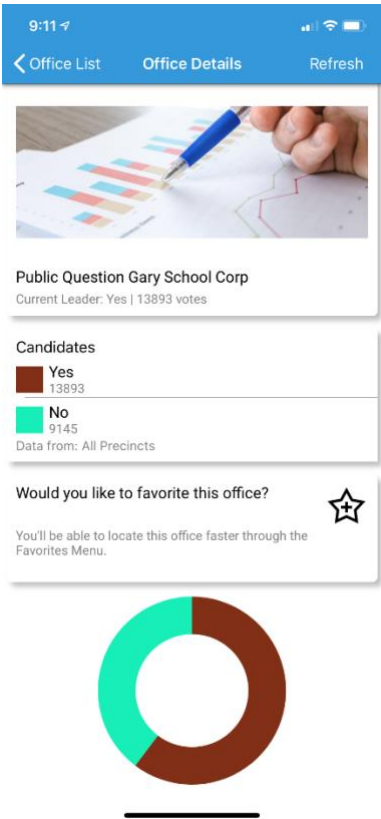
ENGAGEMENT DASHBOARD									
2.A. ACCOUNTABILITY DASHBOARD					Legend				
1. Preparation of Accountability Dashboard	✓				✓	Activity performed/approved			
2. Accountability Dashboard Timely Updated (no more frequently than monthly were applicable)	✓				✗	Activity not performed			
3. Updated dashboard presented in December 2020	✓				!	N/A - Activity Due in Future Period			
4. Updated dashboard presented in March 2021	✓								
5. Updated dashboard presented in June 2021	✓								
2.B. FREQUENTLY ASKED QUESTIONS (FAQ) DOCUMENT									
1. Preparation of FAQ Document	✓								
2. FAQ Document Publicly Distributed	✓								
3. FAQ Updated in Oct. 2020 and Posted to Website	✓								
4. FAQ Updated in Nov. 2020 and Posted to Website									
5. FAQ Updated in Dec. 2020 and Posted to Website									
6. FAQ Updated in Jan. 2021 and Posted to Website									
7. FAQ Updated in Feb. 2021 and Posted to Website									
8. FAQ Updated in Mar. 2021 and Posted to Website									
9. FAQ Updated in Apr. 2021 and Posted to Website									
10. FAQ Updated in May 2021 and Posted to Website									
11. FAQ Updated in Jun. 2021 and Posted to Website									
12. FAQ Updated in Jul. 2021 and Posted to Website									

## 5.0 REFERENDUM UPDATE

The following question was placed on the Lake County, City of Gary, Indiana ballot for the registered voters residing in the boundaries of the Gary Community School Corporation for the November 3, 2020 election.

"For the eight (8) calendar years immediately following the holding of the referendum, shall the Gary Community School Corporation impose a property tax rate that does not exceed fifty six and twenty hundredths cents (\$0.5620) on each one hundred dollars (\$100) of assessed valuation and that is in addition to all other property taxes imposed by the school corporation for the purpose of funding teachers, instructional staff, student pre-school, athletics and extracurricular activities, student safety and assisting with balancing the budget?"

The referendum was approved convincingly by the voters of Gary with over 60% support.



Based on the successful election a GCSC Referendum Committee will be established early in 2021.

Activity	Target Date
Establish and document the mission, objectives, and parameters of the GCSC Referendum Committee.	January 5, 2021
Publicize the GCSC Referendum Committee mission, objectives, and parameters.	January 5, 2021
Release an application for prospective GCSC Referendum Oversight Committee members.	January 12, 2021
Review submitted GCSC Referendum Committee applications.	February 2, 2021
Conduct interviews with select GCSC Referendum Committee applicants.	February 23, 2021
Establish the GCSC Referendum Committee.	March 9, 2021
Provide materials to GCSC Referendum Committee members.	March 9, 2021
First GCSC Referendum Committee meeting.	March 23, 2021

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## 6.0 COLLECTIVE BARGAINING RESULTS

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